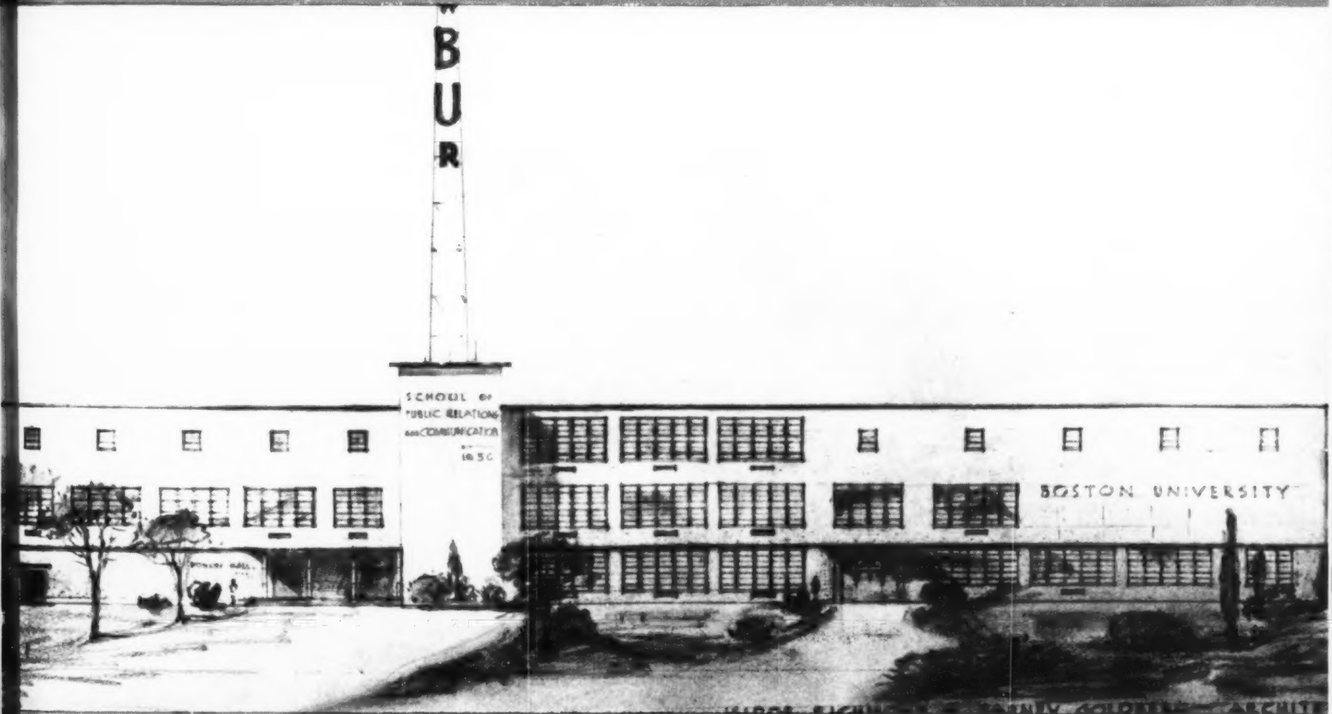
PUBLIC RELATIONS JOURNAL

MARCH 1957



Boston University Looks to the Future

Can Public Relations be Taught in Schools?

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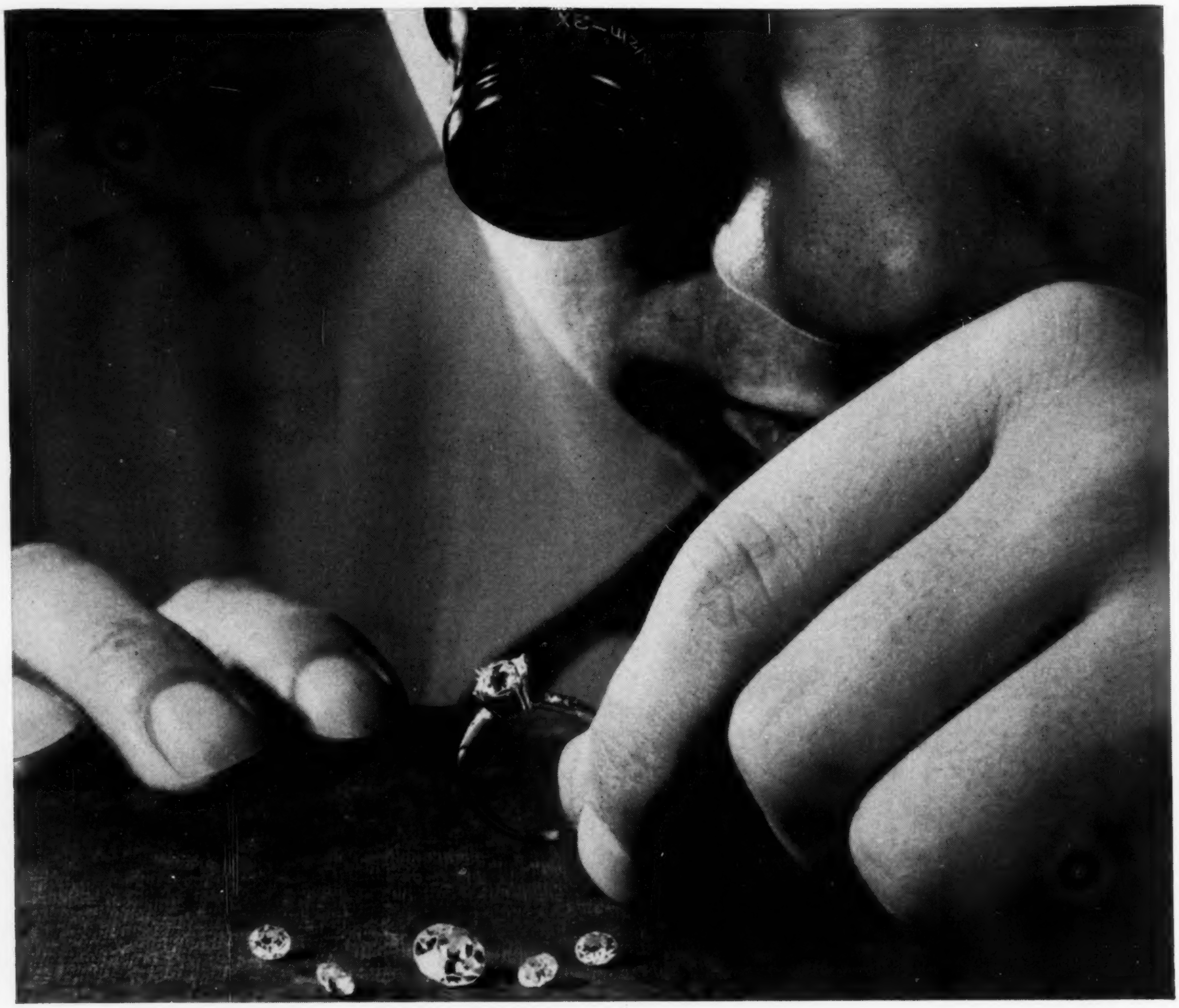

A JOURNAL OF OPINION IN THE FIELD OF PUBLIC RELATIONS PRACTICE

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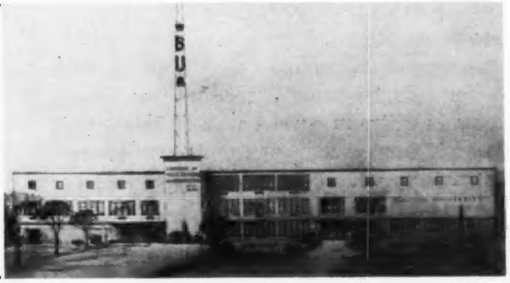
ON THE COVER: Sketch shows the future home at Boston University of the School of Public Relations and Communication which will house facilities for Divisions of Public Relations, Research, Journalism, Radio-Television (including Station WBUR) and Motion Pictures. The building will be ready for occupancy this fall.



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Editorials

How Does An Organization Grow?

One of the interesting sessions held during the recent PRSA convention, in Milwaukee, was staged by nearly 100 representatives of public relations counseling firms. The general theme had to do with the much-talked of questions of "professionalism." A special part of the meeting, however, had to do with whether, as PRSA grows, it would be useful to provide—within the framework of the Society—special "group organizations" for members with special interests—for example, counselors.

It may as well be frankly reported that some Society members who did not attend the meeting raised their eyebrows slightly, wondering whether such a discussion might not tend to "scatterize" the Society and work against solidity. There are good reasons to feel that any such fears are unfounded. It was a good meeting, and the discussion was lively and marked by expressions of enthusiasm for the Society's growth pattern.

The net result of the counsellors' meeting, actually, was simply the appointment of an *ad hoc* committee which is too look into general questions of professionalism, with particular reference to the needs and standards of counseling organizations; the committee was authorized to consult informally with PRSA officers—since it is obvious that any organizational changes of Society structure should be carefully coordinated with the interests of the entire membership in mind.

Anyone familiar with the growth of other professional groups could guess that questions having to do with the possible creation of "special groups" within the overall structure always take time to get themselves worked out.

However, it seems reasonably clear that, as organizations do grow, there are sometimes clear and obvious needs for organizational changes. In the case of PRSA, for instance, some of the members clearly have somewhat different focal points of interest. A member who is a top executive of an industrial company often has many problems which are not the problems of a brother member who may be a partner in a counseling firm.

There are other examples. Some would point out that the field of financial public relations is somewhat specialized, and some of its professional problems presumably may have little to do with the interests of members who work, say, for non-profit organizations. And, there may come a time when the Society may have a sufficient number of government information men so that these practitioners may wish to get together from time to time to talk about things which could in no way interest the specialist who is concerned with employee publications. And so on.

No one need think that any tendency toward the formation of special groups *within* PRSA is any real tendency toward "scatterization." The reverse may be true. The fact that we have 48 states in the Union gives strength, not weakness, to the Federal Government. And the fact that the orthopedic surgeons and neurological surgeons have separate meetings to discuss their respective problems, does not diminish their common adherence to the American Medical Association.

The fact is, the PRSA is growing. Today the Society has some 2,400 members. Five years ago the membership stood at a little more than 1,100. This is an increase of well over 100 per cent. These new members have come from many different walks of life and their backgrounds are diverse; but one thing all the members have in common is the fact that they were sufficiently interested in the practice of public relations to join its official Society.

It is perhaps encouraging, therefore, to think that an increasingly large number of men and women can maintain certain well-defined group interests and still find wide areas of agreement, through Society membership, with other practitioners in rather different fields of activity.

There will doubtlessly continue to be many discussions of the Society's structure and its functions and its responsibilities for service to members. Any tendency for inner groups to form their own "clusters" will probably be all to the good—so long as the basic integrity of the Society itself is maintained.

Professional Literature

Some public relations philosopher (name lost in antiquity) once remarked that much of the best literature about public relations never mentions public relations. It is an interesting idea. A visit to the library will reveal a good many books with the public relations "tag" somewhere in the title. But, what about the other books, off in some quite different section of the library?

Let's say that a young practitioner wants advice on the reading he ought to do to advance his professional career. He can read only three of these books. Should he, then, read three "texty" books all called "How to Do Something or Other in Public Relations?" Or, would he be better off to read one book on American history, one on psychology, and one on economics? The latter course might be the better.

It could be reasonably argued that those who employ and pay for public relations skills, whether the practitioner be a full-time employee or an independent counselor, become less and less interested in the prac-

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By DR. HOWARD STEPHENSON

Can Public Relations Be Taught in Schools?

NOTE: Dr. Stephenson is Chairman, Division of Public Relations, School of Public Relations and Communications, Boston University.

A sense of history is needed by public relations people when they consider the problem of training their successors. Our vocation *is* growing into a profession, even though it is suffering from growing pains.

It is high time, in my opinion, to stop apologizing for teaching public relations in universities. If we believe in our own respectability we should stand among the respectable professions. If we are to learn through research more about the nature of our practice, teach we must, else this line of research will die out.

I do not discount the worth of soul-searching. This is a characteristic of adolescence, and a valuable prelude to maturity. But the time comes when a youth has to assert himself.

Historically, impressive parallels to the progress of public relations toward university training are offered by a number of professions, within the past century. By tradition, the obvious place to study law used to be in a lawyer's office. A student learned medicine, within the memory of the present generation, by driving with a doctor in a high-wheeled gig, making the rounds of mercy under personal one-man tutelage, learning by doing. A "journalist" in a city room had to hide his college diploma or suffer the high scorn of "real" newspapermen who were positive that the one and only place to learn their regal calling was right there, in the city room. There was something valid about such points of view, too. But they could not prevent the growth of schools of law and medicine and journalism, for times changed.

"Look at me," the public relations skeptic still is tempted to say today. "I didn't learn public relations in college, therefore you can't. I studied liberal arts (or journalism, or law, or business administration) and if you want to be trained as successfully, do just as I did. Public relations is so special it can't be taught in school. Oh, to be sure, you can teach a youngster to go through the motions, but the art, the fine points, the *savoir faire*—you think that sort of thing can be *taught?* Oh, no, the type of person a youth really can learn from is not the professor, but someday practical like—well, like me, for example."

The basic trouble with this argument is that it ignores what universities teach beyond the how-to-do-it—namely policy determinants, including the ethics of a way of life. Modern public relations presents deep and puzzling problems of ethics. Standards of ethics are closely tied up, and have to be, with an orderly, recognized, organized process of education. In our culture the appropriate and convenient place to give professional education is in universities.

Education for public relations has to exhibit its own characteristics, too. A left-handed salute to it, whilst a student is mainly engaged in studying something else, is not sufficient. This training resembles but should not copy education for journalism, for business, for communication arts, for various practices of applied social sciences.

If the imaginary public relations pundit says public relations is too special to be studied as an academic discipline, I reply that it is for the very reason of its differentness that its study separately is essential to its life and growth.

Let public relations grow wild, without nurture by informed professionals, without the benefit of the academic climate of free inquiry, and half a century from now it will either have engineered the human mind away from ethical concepts and into consent to any tyranny, or it will be as forgotten as the once popular "science" of phrenology is today.

LARGEST PR LIBRARY

The country's largest public relations library is housed in the School of Public Relations and Communications, which is adjacent to the Boston Public Library. In addition, an industrial public relations film library and a tape-recording library, located at the School's radio station WBUR, are available for individual and class use.

We are so sensitive about the gibes at our ethics! Again I appeal to history. The triumph of the modern bar associations was not achieved in an era of kindness and good will. Until the advent of Abraham Flexner half a century ago medical practice was based upon the flimsiest of educational standards. It was when these two professions, looked up to now as examples of man's nobler enterprise, advanced upon the fronts of education and ethics, linked together, that they began to rise in public respect. Nobody pretends that either has been perfected. Society in a sense *compelled* the erection of law and medicine into professions. Surely we do not have to wait for such compulsion.

The fact that we have only the beginnings of an educational system in public relations invites criticism. We need a specific, recognizable educational background on which to base our work. Too often we are challenged on an ethical basis as to the truth and validity of our assertions. What, we are asked, do we really know about attitudes, research, motivation, people? We are accused of merely guessing and are told we have no scientific proof to back up recommendations.

It is a sobering thought that today there are 2,000 public relations counseling firms in the U.S.A., and that there is far from a universal disposition among their personnel even to want professional training in this field.

But a start has been made, a good start, and as the 1956 survey of the Education Committee of PRSA disclosed, a considerable body of teaching now is being conducted in public relations within the walls of institutions of higher learning from coast to coast.

Boston University, where I teach, grants about 45 master's and 100 bachelor's degrees in public relations yearly. Undergraduate students enter this School in the Junior year, after two solid years of liberal arts training. Graduate students present a bachelor's degree from an accredited college or university, and normally require three semesters of on-campus work plus the submission of a comprehensive thesis, to fulfill the requirements for the master's degree. In my opinion, the School will eventually adopt a doctoral program, probably in cooperation with the Graduate School of the University.

In September, 1957, the School of Public Relations and Communications of Boston University will be ten years old. Its Division of Journalism, taken from another faculty, had been long established; radio, motion pictures, and photography were being taught here and there about the University. With considerable courage and imagination it was determined to bring these disciplines together and to add instruction in the applied social sciences and in the skills and techniques of public relations that had been developed notably in American industry. By pure coincidence this was the same year in which the Public Relations Society of America was founded. It was a year of widespread interest in and recognition of a practice that had come into new prominence during World War II.

From the beginning, the School had important support among thoughtful public relations practitioners, an evidence being the establishment of the Earl Newsom and John W. Hill Chairs in public relations research. In 1953, entrance requirements and curriculum content were strengthened, with a resultant reduction in undergraduate enrollment of just 50 per cent, and a corresponding rise in graduate enrollment of 150 per cent.

In the Junior year, the public relations student at Boston is required to take courses in writing, public speaking, publicity, history of communications, major economies of the world, human behavior—all revolving around the central course in contemporary public relations programs. Nine additional hours of elective study are taken within a wide range, from personnel or community relations to industrial audio-visual communication or semantics.

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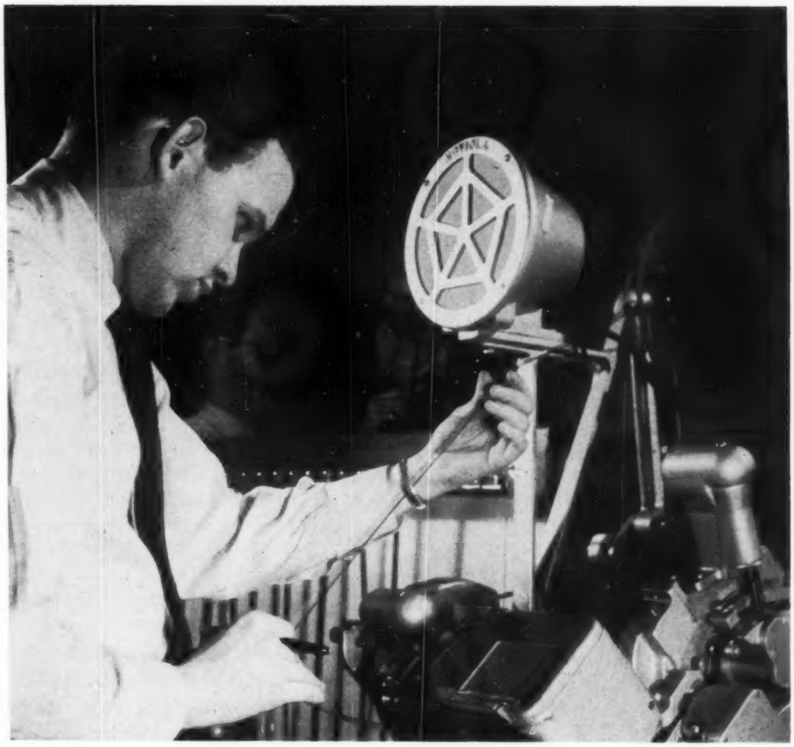

PR GOES TO THE MOVIES

Here, in the audio-visual workshop, students master the how-to-do-it of a motion picture studio. Students receive instruction on recordings, film strips, motion pictures, displays.

A NOTE ABOUT THIS ARTICLE—

In recent years, there has been increasing discussion about whether Public Relations techniques and concepts can be successfully taught in colleges and universities. There have also been some skeptics who say that Public Relations is an art *(rather than a profession)—and therefore it is not something that can be taught in schools.*

Where Public Relations has been, and is being, taught, some say there is too much emphasis on the mechanical and operational skills; not enough on the conceptual aspects of the "profession." The opposing view is that not only can the operating techniques be taught, but the important conceptual skills can be safely and properly taught as well.

In this article, Dr. Stephenson takes a vigorous stand in favor of the benefits he believes can be derived from academic training.

By J. CARROLL BATEMAN

The Path To Professionalism

Somehow or other, we seem to have overlooked the fact that last year—1956—was the golden anniversary year for public relations.

For, it is a fairly well documented fact that just fifty years ago the modern business public relations concept was born. With what (in after light) was a proper ingratitude, the lusty infant quickly declared its independence from its shoddy parents—press agentry and ballyhoo—and set out on a path that has led more by accident than design in the direction of professionalism.

As a concept and as a field of endeavor, public relations has grown so fast and done so well in the last half-century that perhaps we ought to worry about what effect the speed of development and our present prosperity may have upon us. Perhaps it is time for us to pause and take an objective look at ourselves and our "profession," and regain a necessary perspective.

The modern public relations concept was born in 1906 in the format of a "declaration of principles" sent out to the press by a young man named Ivy Lee (who needs no further identification), who had been in the publicity business for about three years, and who had been doing some extra-curricular thinking on the subject of business and the public. The occasion for the declaration was Lee's appointment to handle public information for the anthracite coal operators, who had been having a rather difficult time—growing out of their own truculence—with labor, with government and with the public at large.

The concept that Lee brought to his assignment was a radical departure from existing business practice; it was also a radical departure from the prevailing press agentry of his time.

"This is not a secret press bureau," Lee wrote in his declaration. "All of our work is done in the open. We aim to supply news. This is not an advertising agency; if you think any of our matter ought properly to go to your business office, do not use it. Our matter is accurate. Further details on any subject treated will be supplied promptly, and any editor will be assisted most cheerfully in verifying directly any statement of fact . . . In brief, our plan is, frankly and openly, on behalf of business concerns and public institutions, to supply to the press and public of the United States prompt and accurate information concerning subjects which it is of value and interest to the public to know about."*

In those early days, Lee viewed his role purely and simply as a communications function. Later on, Edward L. Bernays, another pioneer in public relations, was to add the concept of counselling management, so that its policies and actions would be moulded to accord with the public interest. And, although the idea of gauging public reaction has been inherent in the public relations function since Lee's time, more recently we have seen the evaluation aspect become more formalized and more specialized in nature.

Thus, in the brief space of fifty years, the public relations function has broadened into a three-fold role, comprising the evaluation of public reaction and the counselling of management on policy, as well as the dissemination of information. At the same time, people in the field have been hard at work developing and improving the tools for doing the public relations job more efficiently. The newest important development is the realization that social scientists are developing concepts and principles which are adaptable to public relations practice.

In a very real sense, the public relations practitioner is stepping into a position comparable to that of the architect and engineer. The architect and engineer take the principles evolved by the physicists and chemists, and make practical application of these principles in using steel and concrete to create bridges and buildings. Public relations people are on the way to becoming "social engineers," making practical application to human relations problems of the principles evolved by the social scientists, particularly in the areas of communication, attitudes, group dynamics, motivation and leadership.

But there is an important difference in the role of the public relations practitioner as compared with the role of the architect or engineer. Except in a strictly personal sense, the architect and the engineer need not consider moral values in the application of the principles that the scientists have made available to them. There is nothing either ethical or unethical about the application of a formula for computing the stresses on a bridge span. But the public relations practitioner is dealing with human beings, not steel trusses, and in every in-

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J. CARROLL BATEMAN

A graduate of the John Hopkins University, Mr. Bateman joined the staff of the Baltimore Evening Sun newspaper in 1934, and served in a variety of reportorial and rewrite assignments from that year until January, 1942. At that time, he joined the Public Relations Department of the Baltimore and Ohio Railroad.

At the beginning of 1943, he entered military service, returning in 1946 to the B & O, where he remained until September, 1955, until he moved to Washington, D.C., to become Director of Public Relations for the Milk Industry Foundation.

Mr. Bateman has had graduate work in human relations and adult education at New York University, and has taught public relations at the Johns Hopkins University and at the Bernard Baruch School of Business Administration of the City College of New York.

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*This landmark declaration is quoted in Eric F. Goldman's treatise, "Two-Way Street" (Bellman Publishing Co., Boston, Mass., 1948), a most intriguing little book about the development of the modern public relations concept.

By JOHN L. CAREY

PROFESSIONAL ETHICS ARE A HELPFUL TOOL

In every profession there are some people to whom the ethics of their profession seem quite remote from the realities of their practice.

There are several reasons for this. Orators at professional meetings sometimes invoke the code of ethics as though it were a sacred writing whose very existence made the faithful holier than thou. The codes themselves often contain exhortations to ideal behavior which seem to ignore the necessities of making a living. Almost all codes contain some rules which are obviously designed to minimize uninhibited competition within the profession itself.

So it is easy for a cynical mind to decide that the code of ethics is only a pious platitude designed to kid the public, or a "trade union" compact designed to protect the ins against the outs.

Actually, a code of ethics is a practical working tool. It is as necessary to a professional practitioner as his theoretical principles and technical procedures. Without a system of professional ethics he would be incomplete.

A code of ethics is a guide to the type of behavior that will justify the confidence of the public.

By definition, a professional service requires, among other things, advanced intellectual training, mastery of technical subject matter, the exercise of skilled and responsible judgment. These attributes are beyond appraisal by the client. He cannot be a wary buyer. He can—and does—investigate the reputation of a prospective consultant, but once having made a selection the client must take the professional man on faith—faith in his competence and faith in his motives.

This, I think, is the basic reason why professions are distinguished from businesses, and why professional men enjoy peculiar prestige: they are presumed to accept a special obligation to place service ahead of personal gain.

If their primary motivation were presumed to be to make money, who would dare to put his vital affairs in the hands of a doctor or a lawyer? Their opportunities for exploitation are so fearful that the public must be reassured that they can be trusted. This reassurance is rooted in their codes of ethics—a proclamation that their profession accepts the obligation to behave in a way that will be beneficial to the public, and to discipline members who neglect this obligation.

If a profession doesn't discipline itself, it will cease to be a profession. It will be regarded as a business, and if it needs to be regulated, it will be regulated by the state, as brokers are, for example.

A case study, which illustrates the foregoing generalization, is provided by the certified public accountants.

Accounting, in the sense of "record keeping," is as old as civilization itself. But *professional* accounting was born in Scotland only about 100 years ago. In the United States the certified public accountants originated in 1896, but they have been an organized, recognized profession of significant numbers for only about 50 years. There are now about 55,000 of them.

CPAs are products of the modern economic system. The demand for their services was greatly stimulated by the invention of the business corporation, which involved accountability of management to stockholders. The need for reliable financial information as a basis for credit, the need for methodical measurement of income for tax purposes, the need for financial data as a basis of managerial control and planning—all these, and many other forces, stimulated the rapid development of the accounting profession.

Today the work of certified public accountants is mainly in three areas:

(1) Expression of opinion ("certification") on financial statements based on independent audit of the accounts;

(2) Preparation of income-tax returns and representation of taxpayers in informal negotiations for settlement of tax liabilities with the Internal Revenue Service;

(3) A variety of services to management, such as examination of accounts for special purposes (viz. purchases, mergers, management decisions); installation of systems of financial accounting, cost accounting, internal control, budgetary control, inventory control; analysis of accounting data for all sorts of purposes, and advice on countless problems requiring utilization of accounting data.

The CPAs recognized early that they had tremendous opportunities for constructive service in the new economy which was evolving so rapidly. But it was obvious that these opportunities depended largely on public confidence in the competence, responsibility, integrity and independence of certified public accountants—or, in other words, on acceptance of CPAs as a profession.

If the names of CPAs on financial reports were to add credibility in the eyes of stockholders or credit grantors and if the advice of CPAs was to be respected by businessmen, it must be believed that CPAs were competent, responsible and independent. The only way to instill that faith in the public mind was to develop a system of education, examination, and ethics—and this the pioneers in the accounting profession proceeded to do.

There are now sixteen Rules of Professional Conduct of the American Institute of Accountants, the national organization of certified public accountants. The state societies of CPAs have adopted rules generally patterned on those of the Institute, though there are

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JOHN L. CAREY *is executive director of the American Institute of Accountants, national organization of certified public accountants, with a membership of 28,000. He has spoken and written extensively on the ethics of the accounting profession, and is author of a book, "Professional Ethics of Certified Public Accountants," which has just been published by the Institute.*

The Path To Professionalism

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stance of the application of a particular principle or technique he must be awesomely aware of the moral implications of his act.

It is at this point we stand today. But can we yet consider ourselves professionals?

The qualifications that need to be met in order for public relations to attain professional status frequently have been the subject of discussion in public relations circles. Much of this discussion has dealt with such considerations as standards for education and interneship, the restriction of admission to practice and the development of written codes delimiting activity. Certainly, these considerations cannot be overlooked. Additionally, Claude Robinson has pointed out that another important prerequisite is the development of a scientific body of knowledge pertaining specifically to our field of activity.

To his noteworthy suggestion might be added the thought that no profession exists without a philosophic structure that serves as the source of its ethics and the determinant of its social goals —a structure of thought and tradition that places the professional function in its proper relationship with the eternal verities and the ultimate destiny of man. In medicine, the philosophic structure that began with Hippocrates serves to outline the role of the physician in society in such a way that—even more so than carefully worded legal codes—it defines the great scope of the healer's dedicated art and it inhibits deviation from fundamental concepts of Goodness and Right. Is this public relations' great omission, as we have practiced it? Certainly, until we have delineated our function in terms of its values for society—until we have rendered depth and meaning to the role of the public relations practitioner, we have not reached full-fledged professional status.

Looking backwards over the last fifty years, we must agree that this coming profession of public relations has been most fortunate. Without consciously having set long-range goals, we have nevertheless developed and expanded our function in ways that seem basically right. But is it wise for us to continue merely groping toward an uncertain future?

The most important single task we face at this milestone in our history is to establish long-range goals for our would-be profession that will assure our continued progress in the right direction. It is reasonable to assume that our goals will be enduring only if thev fulfill an important need in an evolving democratic society. On the basis of this assumption, it seems pertinent to raise a question about the generally-accepted concept of our function. To ourselves and to others we have too long—and perhaps wrongly—held ourselves out as "moulders of public opinion," or to put it more bluntly, as professional persuaders. Persuasion is a means rather than an end. As a means, it may be employed for good or for evil purposes. As long as we set up persuasion as the objective of our activity, we remain in danger of being criticized for lending ourselves to unworthy purposes. Further, we place ourselves in the position of being mere technicians, heedless of the greater potentials of our work.

Is not our professional purpose more meaningful if we regard ourselves as *creators of understanding* between groups and individuals? As creators of understanding we can be the architects of enduring structures in human relationships. We can fulfill an educative role that will help to develop a better society. We can be instrumental in reducing or eliminating from our complex society many of the tensions and frictions that beset it. And in so doing we shall make a major contribution to the march of mankind.

This is not true if persuasion is our purpose. Nothing is gained if people are pulled first one way and then another. Indeed, a society constantly torn between appeals to emotion, or deceived by half-truths, will lose the trust that binds it together and will retrogress.

As professed opinion-moulders we face the ethical dilemna of every propagandist: that is to say, in the words of Robert K. Merton: "The practitioner in propaganda . . . must either forego the use of certain techniques of persuasion which will help him obtain the immediate end in view or violate prevailing moral codes. He must choose between being a less than fully effective technician and a scrupulous human being or an effective technician and a less than scrupulous human being. The pressure of the immediate objective tends to push him toward the first of these alternatives. For when effective mass persuasion is sought, and when 'effectiveness' is measured solely by the number of people who can be brought to the desired action or the desired frame of mind, then the choice of techniques of persuasion will be governed by a narrowly technical and amoral criterion."*

If we adhere to the educative role of creators of understanding, this dilemna is resolved. The choice between ethical and unethical techniques becomes clear-cut and is easier to make. We will be required to choose those techniques that enlighten rather than those that confuse or deceive. We shall be in a position to provide at least a partial answer to the age-old question, "What is truth?", because we shall comprehend that truth is the knowledge that leads to understanding.

Until the public relations practitioner dedicates himself to the creation of understanding—the dissemination of enlightenment—he cannot claim to be, in the truest sense, a professional man.

The worst thing that can happen to us in public relations is to continue to be tagged as manipulators of people or of public opinion. As manipulators we shall not win friends, nor find a lasting place in society. Nor shall we even be comfortable with ourselves. Merton warns us:

"The sense of power that accrues to manipulators of mass opinion, it would appear, does not always compensate for the correlative sense of guilt. The conflict may lead them to a flight into cynicism. Or it may lead to uneasy efforts to exonerate themselves from moral responsibility for the use of manipulative techniques by helplessly declaring, to themselves and to all who will listen, that 'unfortunately, that's the way the world is' . . ."**

Theodore Levitt has expressed a more optimistic view in these words:

"Still in its formative stages . . . 'human relations' in some firms remains

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*Merton, Robert K., "Mass Persuasion—The Moral Dimension," Harper and Bros., 1947.

**Ibid.

starts bankers thinking about your company

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The New York Times

starts people thinking all over the U. S.

Neglected Public: The Customer

By ROBERT A. VAN RIPER

Of all the fields of specialization in public relations practice, customer relations is the one that sometimes gets the least attention.

It is not possible to spend many years in business without meeting and working with experts in community, stockholder and employee relations. The specialist in customer relations, however, is encountered rarely.

And yet, the subject is always with us. All of us work at it. All of us think about it. All of us recognize it as being vitally important.

Perhaps the reason there is no fanfare about it is that basically customer relations is so elementary. As one sales manager puts it: "It's just a matter of treating people the way they *should* be treated."

It's a simple concept, but, as every executive knows, it is not easy in a large organization, or in any organization, to get one hundred per cent acceptance of —and action on—even the simplest idea. And this is an idea that goes to the very roots of an organization.

The point can be illustrated by a speech delivered a couple of years ago to the national convention of the American Institute of Banking by Ben Wooten, president of the First National Bank of Dallas. Mr. Wooten was talking about public relations, but you'll see that what really was in his mind was *customer* relations. He stressed 13 points, and 11 of them pertain directly to the handling of customers.

"The term public relations," Mr. Wooten said, "is often used vaguely. What is public relations? It is:

1. The way the president speaks to the man with a small account.
2. The way the girls answer the telephone.
3. The way a secretary asks a customer to wait until he can see an officer.
4. The way a borrower is handled who is probably entering upon his life's greatest financial experience.
5. The way the teller, the janitor, the stenographer, the porter refer to the president when they are away from the bank.
6. It is the way the teller hands a passbook to the customer.
7. It is the way the borrower is notified that his note is past due.
8. It is the way we tell a savings account customer that his account is not subject to checking.
9. It is the way we endeavor to explain a service charge.
10. It is the atmosphere of the lobby —the collective personality of the bank.
11. It is every act of every employee during every waking hour.
12. It is the combined opinion of every individual—little, average or big —in our community.
13. It is a way of living."

Mr. Wooten was talking about banking, but none of us needs an interpreter to translate his language into the language of our own business.

It is a truism, of course, that people measure the efficiency of any business by their personal contacts with that business. To them, any employee with whom they come in contact *is* the business. In the same speech Mr. Wooten made another crucial point about customer relations:

"No amount of aggressive public relations activities or advertisements," he said, "can change an opinion of a business if the individual has been mistreated, poorly handled, or ignored."

Now, it is not an original observation that customers are people. As individuals, they all have their own complex and sometimes unpredictable reactions to their environment and to things that happen to them. There is one other thing that should be kept in mind about our customers: they are *American* people.

This thought is not injected merely as an excuse to wave the flag. For the purposes of this discussion, it is important to take into account the long tradition of freedom, political equality, self-respect and individual dignity which shapes the attitudes of our American public. As a result of this tradition, Americans will not stand for arrogance or aloofness on the part of their public officials—at least, not for long. By the same token, they will not tolerate arrogance or aloofness on the part of the businesses that serve them.

The American public demands a good product at a fair price. These conditions are basic, and if they are not met, the public just doesn't buy. But Americans also demand something extra. They insist on being treated in such a way that their freedom of choice, their self-respect, and their dignity as individuals is recognized.

When several good products in the same category are offered at fair or competitive prices, the public will choose the one whose makers and sellers do the best job of preserving, and even bolstering, the individual dignity of the buyer. When a manufacturer and his salesmen and dealers are successful along these lines, a powerful chain reaction usually results.

At this point it may be worthwhile to explain how this article came about. It's an example of the kind of chain reaction a single instance of particularly good treatment of a customer can have.

The program chairman of the Sales Managers Association of Philadelphia took a vacation trip by automobile through New England. Late one evening he discovered that one of his tires was losing air, so he pulled into a service station near Providence. He found that the station attendant was preparing to close up for the night. But the attendant went to work on the tire anyway, working a half-hour overtime to complete the repair. The program chairman naturally was grateful. But what impressed him most was that the attendant managed to convey the impression that repairing that tire was the one thing he most enjoyed doing at that time of night.

This started the program chairman thinking about customer relations, and it occurred to him that it would be a good idea to make it the subject of a Sales Managers Association luncheon meeting

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ROBERT A. VAN RIPER, *supervisor, public relations department, N. W. Ayer & Son (Philadelphia), was born in Mt. Vernon, N. Y., and educated in New York City public schools and at Oberlin College (B.A., 1943). During World War II, he served as a communications officer in the U.S. Navy. He is a former staff member of Edward L. Bernays and was with N. W. Ayers (New York) four years prior to his joining the Philadelphia office in 1954.*

in the fall. The talk was requested and eventually delivered.

All right. We all know what good customer relations is. What does a company do to make sure that it enjoys good customer relations?

The answers vary according to the size of the company, the nature of its business, and the marketing pattern it uses. In point of size, customer relations efforts vary all the way upward from that corny sign we've all seen in a restaurant, dry cleaning establishment or cigar store: "Through this door pass the finest people in the world—our customers." At the other extreme is the elaborate system of customer follow-up practiced by the Bell Telephone Companies to ensure satisfactory service at all times.

With regard to the various kinds of business and the different marketing patterns they employ, it's obvious that the manufacturer of heavy machinery, dealing extensively with a small group of big customers, has a very different customer relations problem from that of the mass marketer of gasoline, soap, or breakfast cereal. There is little point in attempting to advise the manufacturer of heavy, custom-designed machinery on his customer relations, because those relationships are so intimate and so complex that they don't lend themselves to a set pattern. So, let's limit this discussion to the customer relations problems of the business whose products or services are widely offered.

To begin with, many of the things that make for good customer relations are things that you may not think of under that name. They are things that are just plain good business—or good selling.

An example of this in the oil business is the degree-day system for ensuring that there is always an adequate amount of heating oil in a customer's tank, regardless of weather conditions. This suits the customer because he always has oil without having to call up to order it. And it suits the supplier because it cuts down the expense of order-taking and unnecessary deliveries, and it eliminates the possibility of a customer forgetting where he got his last tankful and calling somebody else. It also practically eliminates customer complaints.

In general, however, good, sound business practices do not automatically create good customer relations across the board. There are certain things which a company should do primarily and specifically with the effect on customer relations in mind. The first of these is training of personnel.

Certainly training has become one of the most important staff functions in present-day business. And just as certainly, training should be applied to the problem of making sure that employees treat customers the way they should be treated.

The Atlantic Refining Company, for example, yields to none of its competitors in the comprehensiveness and quality of its training courses for all levels of employees and for its dealers. It is significant that in *none* of Atlantic's many training courses is the subject of customer relations treated separately. There is no chapter on customer relations in any of the training manuals. No instructor ever walks into a training class and says, "today we are going to talk about customer relations."

Instead, the philosophy and doctrine of good customer relations is woven into the content of *all* phases of every job that is studied. The tank wagon chauffeur-trainee is exposed to the concept of customer relations while he is learning how to unreel a hose: don't knock down the customer's shrubs—don't drip the oil on his driveway. The dealer-trainee gets the customer relations idea while he learns how to do a lube job: sweep out the floor mats while you have the car in the station—remember the customer's name so you can greet him personally the next time he comes in.

Personnel training, of course, is related to many of the other critical points in a company's customer relations. Telephone procedure, for example.

Are *all* the people who handle phone calls in *all* your offices trained to answer the telephone promptly; identify themselves or their department immediately; handle the caller courteously; give a satisfactory solution to his problem, or refer him smoothly to someone else in the organization who can?

Do you have enough telephone lines and enough operators so there is no delay on incoming calls?

Do you have enough people available to handle incoming calls?

Above all, do your people regard incoming calls as a necessary nuisance, or do they regard them as an opportunity to build good will for the company?

Then there is correspondence.

Do you have a 48-hour rule in effect on answering letters?

Are your people trained to dictate their letters in a courteous, friendly vein?

Do they avoid using technical language that may be commonplace within your industry, but unintelligible to your customers?

Do you review out-going letters periodically to make sure that these things are being done?

Incidentally, if your company is not set up to do a training job on telephone procedure and letter-writing, there are well-qualified specialists in these fields who can do it for you.

Complaints offer another promising field for the improvement of customer relations.

Do you have an organized procedure

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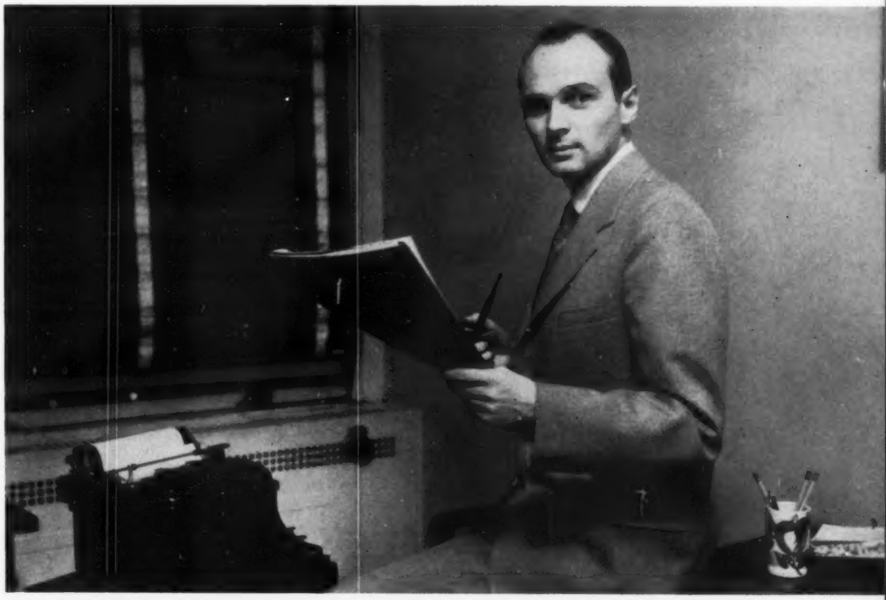


The author, Robert Van Riper, in his office.

Neglected Public: The Customer

Continued from Page 11

for handling them?—promptly?

Does every complaint get a courteous, well-thought-out reply?

Are the causes of every complaint tracked down—and corrected?

Is every customer who makes a complaint left with the feeling that you really appreciate having his business and want to serve him in such a way as to keep him satisfied?

Credit and collections is a particularly delicate area of customer relations. When credit is granted with a fishy eye, it's not likely to be used very often. It's a well-known principle of law that a defendant is innocent until proved guilty, and so it should be with credit. Give the applicant the impression that you believe he's a good risk until proved otherwise. And when an over-due account has to be followed up, give your letters an easy, friendly, "this-hurts-me-more-than-it-does-you" approach.

If your company advertises friendly, courteous service—or even if it doesn't—do you make sure that every customer does, in fact, get that kind of service? One of the easiest—and deepest—pitfalls a business can fall into is to rely on words alone to convey an impression of friendliness and courtesy. The danger here is that when you don't follow through on the advertising claim, which is so easy to make, the reaction is likely to be more negative and more drastic than if you had not made the claim.

If your product is one that requires service or installation, take time out to make sure you or your dealers are equipped to do the things the customer has been led to expect.

Along the same lines, if your product is one that requires spare parts or re-fills, make certain that you or your dealers are equipped and supplied so these things can be made available promptly. Perhaps there is nothing that makes a customer angrier than to be told that a spare part is not available, but you'll be glad to sell him a whole new machine. Chances are that when he's ready to buy one, he'll buy a competitor's product.

If your product is sold in a package, is the customer likely to break his fingernails or sprain his wrists trying to open that package? The package has to be strong enough to protect the product, and it has to have eye-appeal to attract shoppers. But it also has to be opened. And it probably has to be stored, at least temporarily. So it has to be re-closed and opened again. It should be designed to meet all these requirements.

Closely related to the package, of course, is the label. Does it explain adequately what the product is—what it does? Does it give clear instructions for use that even *I* can understand?

We have devoted several hundred words to the nuts and bolts of customer relations. Perhaps, in closing, another look at the big picture is in order.

Our customers cherish their pride, self-respect and dignity as individuals. They also like to feel that they are wise in their selection of a product or service—or in their patronage of a certain store or service station. We all like to feel that we were a little smarter than our next-door neighbor in our choice of a car or refrigerator.

Taking the large view of customer relations, success in this field springs from the personality of the company itself, and from the personalities of those who run it. Good customer relations, like other kinds of public relations, stems from an over-all corporate attitude, or philosophy of doing business. But good intentions are not enough.

There has to be a lot of planning, a lot of detail, a lot of leg-work and a lot of follow-up to make sure that we really do treat our customers like soverign American citizens accustomed to exercising a wide range of free choices—in the marketplace as well as in politics.

That, after all, is the way we like to be treated ourselves.

INDUSTRIAL RELATIONS RESEARCH:

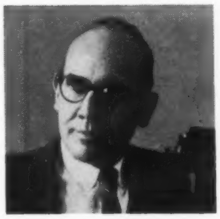
INTRINSIC OR EXTRINSIC

"Let us approach the matter through industrial research where investigations have been particularly fruitful. Studies have made it clear that, in the past, management has been guilty of disastrous blunders in its relations with employees. For one thing, management formerly assumed that men could be best motivated by fear and punishment. If employees came late to work, fines were levied; if they spoiled material, if they disobeyed rules, they paid more fines. Afraid of losing their jobs, they toed the line at the command of foremen who more likely than not were saturated with an authoritarian view of their own status. The policy worked so badly that certain industries began to offer rewards and to make concessions, as an alternative procedure. But these inducements had the flavor of patronage and raised the workers' expectations rather than their morale. Psychologically, the blunder here was that the rewards were not designed to grow directly out of the worker's own activity. They were arbitrary and were conferred by the employer rather than generated by the daily routine. Rest periods, bonuses, badges, are extrinsic to the work situation. Industry then tried to improve matters through time and motion studies; but here, of course, the human problem was not touched at all. Finally in despair, industry often multiplied its efficiency and personnel departments until a veritable Goliath of bureaucracy developed in the plant. All to no avail; industrial relations were no better."

—Gordon W. Allport, "Cultural Groups and Human Relations" (Bureau of Publications, Teachers College, Columbia University, 1951)

Paul Lazarsfeld

A SALUTE To THE P.O.Q.



Robert Carlson

By PAUL LAZARSFELD *and* ROBERT O. CARLSON

A NOTE ABOUT THE P.O.Q.: The Public Opinion Quarterly, published at Princeton, New Jersey, is becoming a venerable institution. It is, in fact, celebrating its 20th anniversary this spring. Much of the information reported by the Public Opinion Quarterly is germane to the interests of public relations practitioners, and the editors of the Journal felt that perhaps it would not be amiss to offer the Messrs. Lazarsfeld and Carlson an opportunity to talk about one of their favorite products in this issue.

When students and practitioners in the field of communications do not themselves communicate with one another, it is, to say the least, embarrassing. It is also wasteful and unnecessary. As an example of such an unhappy state of affairs, note that there are today only sporadic exchanges of information between universities, where psychologists and sociologists are studying the communications process, and the world of the practicing public relations worker.

Academicians contribute to this lamentable condition when they write chiefly for one another and when they rely too heavily on their jargon which discourages the reader outside their highly specialized field. Public relations workers often make matters worse by failing to explain themselves and the work they do. Apparently, they are so busy writing for clients that they have neither time nor energy to write about themselves nor to describe the ways in which they solve difficult communications problems.

In part, the problem of bringing these two worlds stems from a need to convince public relations people and academicians that they are working on fundamentally similar problems. Many of the old canards still show signs of life. There are still some practitioners who argue that academic research findings are too far up in the air to help them in their everyday communications problems, and there are some academicians who feel that commercial research never deals with "significant" problems.

Happily, there is evidence that these narrow views on both sides are dying as both groups come to realize that there is no essential difference or superiority between research carried out in an academic center or in a public relations office so long as it conforms to sound research practice. Studies of why people feel friendly or unfriendly to a particular company or industry need not be less productive of fruitful information about human behavior than studies of public attitudes toward different ethnic or cultural groups.

The fact that in recent years the Public Relations Society of America at its annual meeting has given considerable time to joint discussions with social scientists on the techniques and theories of communications research indicates an awareness of the value of sharing experiences and points of view. But a once-a-year meeting can at best represent only a step in the direction of increasing the flow of information between the two camps.

It is old hat to remark that successful communications move along a two-way street and yet, like so many aphorisms, it is true. Social scientists have important things to say about improving techniques of communications and devising measures of the effectiveness of these techniques, and they can supply down-to-earth answers to questions about why advertising and information programs fail or succeed, but so often what they have to say does not reach the ears of public relations people. On the other hand, the accumulated experience and thoughts of public relations and advertising people, as well as radio, television, and newspaper people, are too often allowed to gather dust in file drawers because these experts in communications discount the significance of their data and assume that everybody already knows what they know about the communications process.

Obviously, no single action will unblock all channels of communications between the campus and the business world. Confidence built on personal contacts over the years is the best way of improving the flow of information. Yet we should not discount the value of setting up formal mechanisms for communications to one another so that we may insure a greater sharing of ideas —and hunches—about areas of mutual interest.

At this point, it is only fair that the authors of this article confess that they

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PAUL LAZARSFELD'S *eminence in the field of opinion research is attested to by his many publications in this field. Past president of the American Association for Public Opinion Research and a member of the National Academy of Arts and Sciences, he was born and educated in Vienna where his first three books were published. Since coming to this country in 1933, he has served as a communications research consultant for the United States government and many private firms. At Columbia University, where he is chairman of the Department of Sociology, he played a major role in the organization of its Bureau of Applied Social Research.*

ROBERT O. CARLSON *is research analyst in the Public Relations Department of Standard Oil Company (N. J.). A Columbia University Ph.D. in sociology, he worked with the U.S. Public Health Service as a health program analyst, studied the reaction to mass media of people in six Middle East countries, and has served as a study director of the Columbia University Bureau of Applied Social Research. He presently teaches a class on communications research at Columbia.*

Professional Ethics Are a Helpful Tool

Continued from Page 7

variations in specific detail. Thirty-two states, including most of the heavily populated ones, have legally enforceable rules of conduct for CPAs. The Securities and Exchange Commission and the Treasury Department may bar CPAs from appearing before them for unprofessional conduct.

The enforcement machinery is continually in operation. Complaints are accepted from any source, within or without the profession. Investigation follows automatically. If the evidence justifies "indictment," semi-formal hearings are held, at which the accused may be represented by counsel. Punishment may be reprimand, suspension or expulsion by the professional societies; suspension or revocation of the CPA certificate by the state authorities; suspension or revocation of the right to practice before the SEC or the Treasury Department (that is, to represent taxpayers in negotiations with Internal Revenue officials).

The rules themselves, of course, were not written as one cohesive document. They evolved over a long period of years, sometimes as a result of specific experiences which brought adverse publicity. The rules have been amended, added to, and sometimes revoked as obsolete. Right now several possible additional rules are being studied to cover areas in which questions have arisen to which there is no official answer. The existing rules do not cover the field completely—that is, they do not provide answers to all questions, but they are supplemented by opinions of the ethics committees and of authoritative speakers and writers on the subject.

The Rules of Professional Conduct of the American Institute of Accountants are naturally written in terms applicable to the practice of certified public accountants. But analysis indicates that the underlying concepts are applicable to any profession. Similar concepts appear in the ethical codes of the American Bar Association and the American Medical Association.

These basic concepts, as I see it, are competence, integrity and independence, and what I call for want of a better term, the "professional attitude." The rules indicate how these concepts apply in various relations with clients, the public, and fellow practitioners.

Professional competence is an idea embodied in the common law. One who holds himself out as skilled in any field of work is required to possess the degree of skill commonly possessed by others in the same employment.

Legal ethics charge lawyers not to undertake professional work for which they are not reasonably competent, but to recommend or associate a specialist.

The Institute's rules call for adherence to "generally accepted accounting principles and auditing standards"—which means doing a competent job.

Independence, which in a measure is synonymous with integrity, means not

The author, John L. Carey

subordinating ones professional judgment to the wishes of the client or anyone else. It is essential to the acceptance of professional responsibility.

It is unethical for CPAs, for example, to have significant financial interests in companies whose financial statements they certify, if the companies' securities are widely distributed. A financial interest in any client should be disclosed to interested outsiders. Contingent fees are forbidden in circumstances in which they might impair the CPA's independence. Simultaneous service as auditor and director of a company is frowned upon. Commissions and fee-splitting are prohibited.

The "professional attitude" precludes behavior that would impair public confidence in the professional man as one who assumes an obligation to place service ahead of reward. It means simply behaving like what he claims to be.

The spirit of public service, the desire to do a fully competent job, the independent assumption of responsibility do not flourish in an atmosphere of unbridled competition which emphasizes the importance of getting the business.

For these reasons all recognized professions, including the certified public accountants, prohibit advertising and solicitation, and discourage competitive bidding for engagements or other activities which might create the impression that pecuniary, rather than professional, considerations were the practitioners primary motivation.

Many of the Institute's rules of conduct deal with the relationship of the certified public account to clients, fellow practitioners, and the public.

Most important is the requirement that the practitioner shall not violate the confidential relationship between himself and his client. It is unethical to disclose information acquired by virtue of the professional relationship in any circumstances except under compulsion of the law. This is a keystone of any profession's ethical code.

It is also unethical to exploit the relationship with clients by accepting commissions or other compensation from vendors of goods or services purchased by the client on the recommendation of the certified public accountant.

Relations with fellow practitioners are also important in the maintenance of a professional atmosphere. Solicitation of clients of other CPAs is forbidden, as are voluntary offers of employment to staff assistants of others. When a CPA for any reason is requested to succeed a fellow practitioner in an engagement, he is encouraged as a matter of professional courtesy to communicate with his predecessor.

Ethical responsibilities to the public, particularly to "third parties" who might be influenced by the CPA's opinion on financial statements, are recognized implicitly in many of the Institute's rules of conduct. For example, misleading professional descriptions or designations are prohibited; a member is not permitted to lend his name to the work of another outside his control; in "certifying" financial statements, a member must disclose all material facts, or any departures from accepted accounting or auditing procedure; members cannot practice in the corporate form of organization (which would limit liability and diffuse professional responsibility).

All in all, the certified public account-

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A Salute To the P.O.Q.

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have a special motive in choosing the pages of THE PUBLIC RELATIONS JOURNAL for discussing the need for better communications between the university and the business world. Both have a responsibility for the publication of an inter-disciplinary professional journal which they feel can serve as a clearing-house and forum for ideas and data from public relations people and from academicians. It is *The Public Opinion Quarterly* which this year will celebrate its twentieth anniversary. They hope their comments will persuade members of the Public Relations Society of America to interest themselves in *The Public Opinion Quarterly* as a useful professional journal.

The *Quarterly* is published by Princeton University and is designated as the official organ of the American Association for Public Opinion Research. Its pages provide an excellent place for publishing reports on research studies of communication problems and more general discussions regarding theories of how attitudes are formed and are changed. Its contents are typically wide in their coverage.

Two recent issues, for example, have discussed such topics as the use of tape recorders in interviewing for public opinion surveys; the changing complexion of politics in the South; the impact of television viewing on the personal living habits of its audience; and the factors which influence the effectiveness of advertising and information campaigns in areas outside the continental United States. In the more theoretical realm, the same issues carried articles discussing the solution of certain technical problems in building scales to measure the intensity of attitude on public issues and the usefulness of postcards as a method for getting information in a mailed questionnaire study.

The *Quarterly* is unique in the balance which it achieves between theoretical and applied areas of communications research. The composition of its advisory board reflects this fact, for almost half of its members are drawn from non-academic organizations. It carries a section known as "Living Research," which summarizes research findings which are too brief to deserve treatment in a full scale article. Its book review section comments on recent publications in the communications field.

As a first step toward insuring a better and more regular flow of information between public relations workers and social scientists, both groups might consider greater use of the pages of the POQ to publish findings and discuss problems of common interest.

ON FORGETTING:

". . . The typical educated audience, given information in a field with which it is already fairly familiar, may be expected to forget two-thirds of the facts within a week."

—*Kimball Young, in "Social Psychology" (Crofts)*

Can Public Relations Be Taught in Schools?

Continued from Page 5

The Senior year curriculum is built around a six-hour sequence in public relations field studies, which elsewhere might be designated as a partial interneship. Other requirements include opinion-attitude research methods, politics and government, law of communications, editing, and human factors in public relations. This gives the Senior twelve hours for that serendipity among all faculties in the University that is apt to be looked back upon as among the treasured learning experiences. For as the student approaches graduation it is to be hoped that the solid foundation of theoretical knowledge is under his feet. and he gains as much from the man as from the book.

Practicing public relations men and women who have come to Boston to lecture have made a major contribution in the past three years to our School, and probably before that. Most of these have been surprised to see a sprinkling of foreign students. This growing phase of PR education reflects the great increase in interest abroad in public relations, and our curriculum is perhaps fairly well known in academic circles in most countries. The U.S. Navy and U.S. Air Force programs of instruction that involve public information officer training with us are now traditional.

Our philosophy, then, if it can be imparted in a statement at all, is that students can be taught in an orderly curriculum to think in public relations terms as a first accomplishment; to perform the tasks; to grasp something of the ecology of public relations in our present economy; and to adopt and absorb the ethical principles on which public relations should properly be based. Recognizing our limitations, we believe that in the faculty, in the tenth year of the School, signs are evident (chiefly in the attainments of our alumni) that a public relations education, built upon the rock of liberal arts, is a sound, practical means of training in the profession.

In describing our working philosophy of teaching public relations I avoid joining in a fuss about labels. To me it seems unimportant whether the Department of Speech, Communications, Public Affairs, Journalism, Business Administration, or Education administers the professional education we need. What is of crucial importance is a recognition that public relations is not journalism, business management or something else, but must wrestle academically with its own problems.

Our need, it seems to me, is implied in two of the Society's own stated objectives:

> "To promote, sponsor, and foster the study of research and instructions in the general field of public relations through lecture and other courses at duly and regularly established institutions of learning.
>
> "To give, grant, and sponsor the granting of fellowships and awards in duly recognized institutions of learning for study and research in the field of public relations."

These objectives were not stated tongue-in-cheek. We as members of a professional Society are not giving lip service to educational ideals. It is simply that understanding differs both in kind and in degree among individuals and groups of practitioners. In this article I have endeavored to advance a point of view that formal education in public relations has validity. It is my personal conviction that this is the one sufficient answer to the policy-making and ethical problems of public relations.

If we build solidly, our citadel will be impregnable against the detractor. This is no time for sheepish acquiescence when charges are made that we intend to "slant" our studies or to teach trickery and chicanery under the guise of public relations, for we do not have such dishonest intent. Why should we hesitate to say what we believe?

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When answering advertisements, please address as follows: Box number, PUBLIC RELATIONS JOURNAL, 2 West 46th Street, New York 36, N. Y. RATES: "Position Wanted" $1.00 per line, 5-line minimum; "Help Wanted" $2.00 per line, 5-line minimum. Payable in advance.

Positions Wanted

PUBLIC RELATIONS, ADVERTISING, SALES PROMOTION

Account executive with 10 years experience desirous of West Coast location. Thorough background in graphic arts. Major interest in consumer goods and entertainment fields. Age 34—married. Present employer is aware of this ad. BOX EM-3.

PUBLIC RELATIONS EXECUTIVE

15 years in association and industrial public relations. Leaving position with full management responsibility. Experienced in counseling, campaign and program development, sales and administration. Proven record supported by outstanding references. Prefer midwest but will consider other locale. Age 40. BOX DR-3.

USAF Information Services Officer, discharged June, '57. AB Grinnell Colg., '54; Journalism major. One year daily newspaper. 24, married. Prefer western U.S. Complete resume and references on request. BOX HJ-3.

PUBLIC RELATIONS, SALES PROMOTION

Ex-newshen with 13 months creative experience, much travel, two years field market research, BA English, age 24—desires writer position. BOX CJ-3.

Erstwhile Public Relations Director of International Rail Labor Organization with headquarters in Cleveland seeks PR or house organ editor position. Experience includes three years on national metal-working magazine and several years as reporter-photographer for Ohio newspaper. Salary requirements commensurate with attractiveness of position. Will relocate and have references galore. Qualities include aggressiveness, resourcefulness, loads of personality and conceit. Associate member of the Northeastern Ohio chapter, PRSA. Age 31, married; have three daughters. BOX HE-3.

DIRECTOR OF WOMEN'S

activities for major food manufacturing company (not a home economist) is seeking new and challenging job opportunity. Has nation-wide contacts with press, radio and television women. Closely asociated with officers of 19 women's organizations on national and state levels. Skilled writer. Fluent speaker in demand nationally. Full of ideas and has ability to organize far reaching projects. Experienced newspaper reporter, editor, publisher, legislator. Economic and public affairs interest. Specializes in interpreting company policies to women. For full job experience and samples of completed projects, write BOX MK-3.

Business Connection

Publicity writer, specialist in placing business articles, heavy public relations experience, willing to associate with agency or firm on percentage or fee basis in New York area. BOX KA-3.

ETHICS—*Continued*

ants have taken the subject of ethics very seriously, and they are still working hard to improve and strengthen ethical standards. In my opinion, this is one of the principal reasons why they have won wide recognition as a profession in a remarkably short time—as a practical matter, less than 50 years.

Groups, like individuals, are likely to be accepted, to some extent at least, at their own valuation of themselves. A profession's code of ethics, and the type of behavior it encourages among its members, reveal what the profession thinks of itself and its place in society. The code indicates the responsibilities which the profession voluntarily assumes, the importance which the members attach to their own work, the degree of public respect to which they think they are entitled.

Essentially, "professional ethics" is a subject concerned with human conduct and human relations. When it is seen in its proper light, as a guide to behavior which will lead to pleasant and rewarding relations with other people, it will be recognized, not as an exercise in romantic idealism, remote from reality, but as one of the practitioner's most helpful tools.

EDITORIALS—*Continued*

titioner's "nuts and bolts" skills. The employer assumes that his employee knows how to write sentences with subjects and predicates all properly arranged. What the employer may be far more interested in is whether the public relations man has any sense, and whether he has the intellectual equipment to operate, with judgment, in a complex business world. Thus it is at least possible that a really good collection of books on public relations might contain little or no material on the operational aspects of the craft.

Professional Directory

The Path To Professionalism

Continued from Page 8

indistinguishable from 'human manipulation'. But this is a force more powerful than its manipulators. In their quest to participate in the fame of being up-to-date, the manipulators will ultimately be taken over by their own handiwork; they will get into the spirit of being investigated in people as human beings, and everybody will benefit."*

But can we afford to be as optimistic as Mr. Levitt? Will the forces with which we are working necessarily direct themselves to proper ends, whether we will it or no? Don Marquis has humorously observed that "an idea isn't responsible for the people who believe in it." We cannot escape the responsibility for guiding our efforts; and we cannot escape the consequences of guiding them in the wrong direction.

*Levitt, Theo., "The Changing Concept of Capitalism," Harvard Business Review, July-Aug., 1956.

Books In Review

BACON'S PUBLICITY CHECKER (1957 edition). Chicago, Illinois, R. H. Bacon & Co., 1957. $15.00

The 1957 edition of "Bacon's Publicity Checker" lists 3,356 trade, business, consumer and farm publications that use publicity. Listed alphabetically and then in 99 market groups, each of the publication break-downs includes name of editor, address, frequency of issue, date of issue, circulation and publisher—and a coding system which tells the type of press release used.

The 283-page book has an explanation of the publicity coding system, a numerical index of market classifications, an alphabetical index of publications and a directory of markets with editorial analysis.

Available on approval, the Checker is 6½" by 9½" and has a spiral bound fabricord cover.

MODERN PUBLIC OPINION, William Albig. New York, McGraw-Hill. $6.50.

"Modern Public Opinion" is a textbook designed for use in college courses on public opinion. In it the author discusses the psychological processes involved in the formation of public opinion, the measurement and polling of public opinion, restrictions on public opinion, the processes of special pleading and propaganda, and the mass media today.

It would not be suitable for most college courses in public relations nor is it the general reference work that an active public relations man might find useful. He already knows too much of it. For instance, the discussion of straw votes and polls encompasses pages 174 to 234 and reviews a body of information which is three-fourths familiar to most readers of this review.

The author is a sociologist. While he has usually managed to avoid the mysteries of the sociologist's vocabulary, he also suffers from the inability of most sociologists to rise to any heights of inspired expression. The book, which supersedes a book of the same title by the same author published in 1939, is a good survey of a body of knowledge.

FPRA BOOKLET

Thumbnail sketches of successfully proven public relations ideas have been compiled into a booklet entitled "One Hundred Twenty-five Public Relations Ideas."

The publication, published by the Financial Public Relations Association, is useful as a source book and thought stimulus. Most of the ideas related have appeared in the FPRA's Bulletin.

Interesting ventures in contests, displays, advertising, open house tours, celebrations, staff meetings, teenage events, and scores of others, are included.

The Association, which mailed the booklet to all of its members, invites member financial institutions to send in their stories of successful public relations ideas for possible inclusion in future booklets.

THE PRESS

"Whether the press be looked upon as a hydra-headed monster, or as the safeguard of freedom in democratic communities, news is its life blood. The outstanding function of the press is to gather, to make known and to interpret news of public interest. This is a function socially valuable and, uprightly discharged, with a sense of responsibility, highly honorable. Upon it the safety of a community may depend."

—*Wickham Steed, "The Press" (Penguin Books, Ltd.)*